



State Public Health Laboratory System

PERFORMANCE MEASUREMENT TOOL

Developed by

Association of Public Health Laboratories

Field Test Version
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Instructions:

About the Instrument:

The State Public Health (SPH) Laboratory System Performance Assessment Tool is based on the Eleven Core Functions of Public Health Laboratories and is designed within the framework of the Ten Essential Public Health Services. The former were developed through the Association of Public Health Laboratories and have been used since 2002. The latter were developed through a national collaborative process and have been in use since 1994. The Essential Services are the basis for the National Public Health Performance Standards System tools used for State and local public health systems and for local Boards of Health.

This instrument is intended for measuring performance across state public health laboratory systems. It was not designed to solely assess the performance of state laboratories. The SPH Laboratory System consists of all the participants in public health testing, including those who initiate testing and those who ultimately use the test results. SPH Laboratory System performance relative to each of the Essential Services is measured through one or more Indicators, each of which includes a Model Standard which describes aspects of high level performance for state public health laboratory systems. The components of each standard are termed Key Ideas. Laboratory system performance related to each Standard is addressed through a series of Discussion Points for each Key Idea. The SPH Laboratory is assessed in terms of its contribution to the SPH Laboratory System.

Many important terms are defined in the accompanying Glossary. Terms included in the Glossary are underlined throughout this instrument to assist you during the assessment.

Using the Instrument:

Approach: The assessment of a state public health laboratory system can be completed in a variety of ways – in one day, spread out over 2 or 3 days, or other acceptable processes for convening organization and stakeholders. Materials in the User's Guide should be reviewed for ideas to help decide which stakeholders to include and how to plan and structure an assessment.

Use of facilitators and themetakers: It is strongly recommended that multiple facilitators (three generally work well for a one day assessment) are used to guide the process. It is also recommended that the facilitators be “system neutral,” that is, not employed by any of the system partners. This helps assure neutrality and the elimination of assessment bias. It is also recommended that a “theme taker” be included for each essential service assessment. The suggested responsibilities of theme takers are described below.

Beginning the Assessment: After reading the Essential Service, the Indicator and Model Standard to be assessed, the facilitator should guide participants through a discussion of the Points for Discussion that follow the first Key Idea. The purpose

of the questions is to engender a brief conversation among the participants regarding who is performing the activities referenced and to what degree the question is satisfied by the work currently being done. Each of the questions following the Key Idea is intended to represent essential activities that the system should be performing in that area. The facilitator should move the group through the questions relatively briskly. When the group identifies an issue related to the Key Idea or to one or more of the questions that requires deeper dialogue, the facilitator should ask the theme taker to capture that idea as a “parking lot” issue on the form for future consideration, and then move the group on. Some of the Key Ideas are accompanied by a “Sidebar” or “Checklist.” Those are intended only to add further clarity to the Key Idea and do not require a full discussion.

“Scoring” the Response: Once all of the questions for a Key Idea have been discussed, the facilitator should move the discussion to closure. The facilitator should ask the group how they would rate performance by the SPH Laboratory System relative to the Key Idea and the Points for Discussion. The performance options to be considered are:

0	1	2	3	4	9
No Activity	No	No Partially	Yes Partially	Yes	Does not Apply

It is the facilitator’s responsibility to bring the group to consensus on one of the ratings listed above. One method used to bring a group to consensus is to ask for a “straw vote” on which rating individuals in the group believe best fits system performance, and then to have a brief explanation from 2 or 3 members of the group about why they voted as they did. The discussion often helps lead to consensus. When consensus is reached, the theme taker should check the number that corresponds to the rating on the instrument scoring matrix located after the Points for Discussion, or, if using the instrument spreadsheet (described below), enter the number of the rating next to the corresponding Key Idea.

As a guideline, the facilitator should employ the following definitions of the respective terms:

No Activity (0)	None of the members of the SPH Laboratory System perform any activity in this area
No (1)	No more than 25% of the activity described within the question is met within the state public health laboratory system
No Partially (2)	Greater than 25%, but no more than 50% of the activity described within the question is met within the state public health laboratory system
Yes Partially (3)	Greater than 50%, but no more than 75% of the activity described within the question is met within the state public health laboratory system
Yes (4)	Greater than 75% of the activity described within the question is met within the state public laboratory health system
Does not Apply (9)	Activities included in the key idea and referenced in the questions are not relevant to the state public health system.

Field test comments: As the assessment proceeds, the group may identify problems or concerns with the wording of questions, formatting of the assessment or general clarity. Those should be recorded by the theme taker in the space reserved for those comments. The facilitator also may wish to ask if there are issues to be recorded.

Important Next Steps: After the last Key Idea for each essential service, there is a space to list the top two to three issues which the system might consider as next steps. These would be issues that would strengthen the system performance of the essential service. The facilitator should help the group determine a consensus response. The responses will subsequently help identify priorities for system improvement projects. The theme taker should note the top 2-3 issues selected by participants.

Scoring Spreadsheet: Provided with the assessment packet is an Excel spreadsheet that will provide a system rating for each essential service and for overall performance. The spreadsheet can be filled out during the assessment, entering the ratings directly as they are determined, or can be completed sometime after the assessment by entering the numbers recorded on the assessment tool during the assessment.

Completing the field test: APHL is grateful for your participation in this field test. The results of the nine field tests being conducted will strengthen this tool and enhance future assessments. It is requested that you return a copy of the completed instrument; either in paper form or electronic form if you used a computer to capture scores and comments, along with all other notes taken (copies are fine). Please send the materials to:

Milne & Associates, LLC
262 NW Royal Blvd.
Portland, OR 97210-1048

It is important that you keep copies (or originals) for subsequent work that you may wish to do with the results of the assessment.

Essential Service #1: Monitor health status to identify community health problems

Special Partners to consider including for assessing this essential service:

State Public Health Director
Local Epidemiologists
Hospital Administrators

Legislators and Elected Officials
Federal Partners

Indicator 1.1: Surveillance Information Systems

SPHLS Model Standard:

The SPH Laboratory System generates surveillance information to support others to monitor and identify health problems in the community.

To accomplish this, the SPHL System:

- identifies sentinel events and trends through interoperable laboratory information systems
- participates in national surveillance systems for state and national linkage
- partners collaborate to strengthen surveillance systems

1.1 Surveillance Information Systems

Key Idea 1.1.1: The SPH Laboratory System identifies sentinel health events and trends through interoperable laboratory information systems

Points for Discussion:

Does SPH Laboratory System:

- establish and/or participate in a sentinel system?
- have multiple means for gathering laboratory data from sentinel laboratories?
- use disease registries?
- coordinate information with the state epidemiology section?
- translate data into useful information for subsequent public health use?

Evaluation:

1.1.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 1.1.2: The SPH Laboratory System participates in national surveillance systems for state and national linkage

Points for Discussion:

Does the SPH Laboratory System:

- partner with variety of organizations and systems?
 - National Infectious Disease Systems?
 - National Environmental Health Systems?
 - Other Surveillance Systems?
- monitor laboratory reporting of pathogens?

Sidebar: The SPH Laboratory System interacts with

- ☐ FoodNet
- ☐ Food Emergency Response Network
- ☐ ArboNet
- ☐ PulseNet
- ☐ Bio monitoring
- ☐ National Respiratory & Enteric Virus Surveillance System
- ☐ WHO Collaborative for Influenza Surveillance
- ☐ Emerging Infectious Diseases
- ☐ Environmental Health Tracking System
- ☐ CDC, EPA and other federal agencies

Evaluation:

1.1.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 1.1.3: SPH Laboratory System partners collaborate to strengthen surveillance systems

Points for Discussion:

Does the SPH Laboratory System:

- use products from the PH Informatics Institute?
- regularly do a needs assessment/gap analysis?
- support CLIA multi-site certificates?
- have the resources and state-of-the-art equipment in place to develop and maintain surveillance systems?
- have established policies for data/specimen/sample submission retention and security?

Evaluation:

1.1.3	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Indicator 1.2: Monitoring of Community Health Status

SPH Laboratory System Model Standard:

The SPH Laboratory System generates information supporting others to identify and monitor health problems in the community and state.

To accomplish this, the SPHLS:

- has a comprehensive system to gather data, organisms and samples to support evaluating community and environmental health
- identifies and detects infectious diseases and contributes to a statewide surveillance system
- provides information to support monitoring of congenital, inherited, and metabolic diseases of public health significance
- generates reliable information about chronic diseases of public health significance

1.2 Monitoring of Community Health Status

Key Idea 1.2.1: The SPH Laboratory System has a comprehensive system to gather data, organisms and samples to support evaluating community and environmental health

Points for Discussion:

Does the SPH Laboratory System:

- assure the presence of a system that links all environmental testing in the state to a reporting system?
- have a reporting system that provides information on the state of the community regarding safe drinking water, healthy food, clean air and the presence of toxins?
- respond to toxic spills or chemical terrorism?
- provide bio-monitoring and monitor Brownfields?
- liaise with appropriate partners such as epidemiology, infectious disease, departments of health, air monitoring, food inspectors, and waterworks?

Evaluation:

1.2.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 1.2.2: The SPH Laboratory System identifies and detects infectious diseases and contributes to a statewide surveillance system

Points for Discussion:

- Are statewide monitoring systems in place?
- Does the SPH Laboratory require submission of isolates in outbreak settings?
- Does the SPH Laboratory System:
 - monitor laboratory reporting of pathogens?
 - look for clusters of disease?
 - identify clusters of disease incidence?
 - take appropriate action, using information about clusters of infectious disease?

Sidebar:

- ☐ The PHL requires submission of isolates in outbreak settings.
- ☐ Processes are in place to obtain isolates/specimens when clinical laboratories are using “no-culture methods” or when cultures are not performed in a clinical setting.
- ☐ The SPH Laboratory System has a process to hold partners accountable for submission of isolates (i.e. Report Disease Reporting).
- ☐ Isolates are submitted to PHL in a “real-time” manner.
- ☐ The PHL performs “real-time” PFGE.
- ☐ The PHL reaches out to educate clinical laboratories about their role in outbreak investigations.

Evaluation:

1.2.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 1.2.3: The SPH Laboratory System provides information to support monitoring of congenital, inherited, and metabolic diseases of public health significance

Points for Discussion:

Does the SPH Laboratory System:

- assure that infants with abnormal NBS findings are referred to appropriate medical consultants in specialty clinics?
- conduct newborn screening or have an established resource or memorandum of understanding to assure screenings occur?

Checklist:

The SPH Laboratory System

- ☐ conducts medical consultation with specialists?
- ☐ supports hearing screening?
- ☐ has a genetic counselor on staff or have access to one?
- ☐ has a genetic counselor to assist parents with acquiring social services?
- ☐ has a brochure or written info explaining NBS to parents?

Evaluation:

1.2.3	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 1.2.4: The SPH Laboratory System generates reliable information about chronic diseases of public health significance

Points for Discussion:

- Is the breadth and scope of testing understood by the SPH Laboratory System?
- Is the SPH Laboratory System working to increase DOH programs such as heart disease, arthritis, or diabetes?
- Is the information used to provide aggregate surveillance information about chronic diseases?

Evaluation:

1.2.4	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 1.2.5: SPH Laboratory System has a secure, accountable and integrated information management system for data storage, analysis, retrieval, reporting and exchange

Points for Discussion:

- Does the SPH Laboratory:
 - have available a highly integrated and comprehensive data/info system (i.e. LIMS) capable of assimilating the information parallel with the flow of specimen processing and laboratory reporting which covers pre-analytical, analytical and post-analytical systems?
 - IT system have a centralized database with capability to electronically share laboratory results and to utilize nationally recognized data standards? (e.g. HL7, LOINC, SNOMED, ANSIX12)
 - interface with epidemiologists and with other health information systems?
 - IT system support prompt electronic laboratory reporting and real-time data exchange among relevant system partners?
 - IT system meet the requirements of cyber security and assure quality including access to adequate IT staff?
- Are public health laboratories and other appropriate laboratories connected to the SPH Laboratory System information system?

Evaluation:

1.2.5	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Essential Service # 1 top 2-3 possible next steps:

Essential Service #2: Diagnose and investigate health problems and health hazards in the community

Special Partners to consider including for assessing this essential service:

State Public Health Director
Local Epidemiologists
Public Safety First Responders
Federal Partners

Emergency Management Partners
Emergency Planners
Researchers

Indicator 2.1: Appropriate and State of the Art Testing

SPH Laboratory System Model Standard:

The SPH Laboratory System assures the availability of appropriate laboratory testing of high quality to support timely diagnosis and investigation of health problems and hazards.

To accomplish this, the SPH Laboratory System:

- assures provision of services at the highest level of quality to assist in the diagnosis and investigation of all health problems and hazards

2.1 Appropriate State of the Art Testing

Key Idea 2.1.1: The SPH Laboratory System assures provision of services at the highest level of quality to assist in the diagnosis and investigation of all health problems and hazards

Points for Discussion:

Does the SPH Laboratory System:

- possess adequate, appropriate scientific expertise to assure state of the art testing?
- use its combined resources efficiently, including staff, state of the art equipment, methodology and reagents, to respond to health problems?
- have a mechanism to assess quality of system services to meet the related standards or regulations?
- assure the necessary system capacity, including appropriate availability of advanced technology to state of the art testing?

Evaluation:

2.1.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Indicator 2.2: Collaboration and Networks

SPH Laboratory System Model Standard:

The SPH Laboratory System collaborates and establishes networks to respond to natural and man-made disasters

To accomplish this, the SPH Laboratory System:

- members are actively involved in networks that collaborate in the epidemiological investigation of and response to natural and man-made disasters

2.2: Collaboration and Networks

Key Idea 2.2.1: SPH Laboratory System members are actively involved in networks that collaborate in the epidemiological investigation of and response to natural and man-made disasters

Points for Discussion:

- Do SPH Laboratory System members understand the Laboratory Response Network and their individual roles in public health emergency preparedness and response?
- Does the network of public and private laboratories have 2-way communication--including telephonic, radio and computer-based--to support collaboration on comprehensive disease diagnosis and surveillance?
- Do appropriate laboratories from the SPH Laboratory System participate on investigation teams with epidemiologists and other public health partners?
- Are both IT and communications connectivity in place for all system laboratories to enable the receipt of alert notices of public health importance and the reporting of threats of public health significance?

Checklist

- ☐ State-wide laboratory issues are adequately addressed in the state incident command system for emergencies.
- ☐ The SPH Laboratory System helps develop and participates in drills and exercises

Evaluation:

2.2.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:**Field Test Evaluation Comments:****Indicator 2.3: Continuity of Operations Plan and Surge Capacity****SPH Laboratory System Model Standard:**

The SPH Laboratory System collaborates and establishes networks to respond to natural and man-made disasters.

To accomplish this, the SPH Laboratory System:

- has the ability to respond rapidly to medical and public health emergencies

2.3 Continuity of Operations Plan and Surge Capacity

Key Idea 2.3.1: The SPH Laboratory System has the ability to respond rapidly to medical and public health emergencies

Points for Discussion:

- Has the SPH Laboratory:
 - identified and planned for surge capacity needed to assure responses to testing needs in extraordinary circumstances while maintaining routine laboratory testing needs?
 - stockpiled reagents for use in emergencies?
- Has the SPH Laboratory System:
 - defined and agreed upon the roles for the SPH Laboratory, local public health laboratories, neighboring jurisdictions, other laboratories and other partners and providers for continuity of operations and surge capacity?
 - arranged for necessary agreements, contracts and interstate compacts for expedited purchases, contracts for service, personnel credentialing and facility needs?
 - made arrangements for communication throughout the system, including incident management, laboratory specimen/sample and results tracking and reporting, coordinated interpretation and use of laboratory information?
 - coordinated with the State emergency plan, exercised on a regular basis, and received feedback on participation in exercises?

Checklist:

The SPH Laboratory System assures expedited purchases, outside services, confirmation of personnel credentials, and availability of facilities through:

- ☐ interstate contracts
- ☐ interstate compacts
- ☐ contracts

Evaluation:

2.3.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:**Field Test Evaluation Comments:****Essential Service # 2 top 2-3 possible next steps:**

Essential Service 3: Inform, educate, and empower people about health issues

Special Partners to consider including for assessing this essential service:

State Public Health Director	Emergency Management Partners
Local Epidemiologists	Emergency Planners
Public Safety First Responders	Researchers
Legislators and Elected officials	Professional Organizations/Associations
Business community	General Public
Public Information Officers	Community Leaders
Media	Schools

Indicator 3.1: Outreach and Communication with Partners

SPH Laboratory System Model Standard:

The SPH Laboratory System shares information with partners and the community.

To accomplish this, the SPH Laboratory System:

- Has an identified system of outreach and communication to inform about relevant health issues.

3.1 Outreach and Communication with Partners

Key Idea 3.1.1: The SPH Laboratory System has an identified system of outreach and communication to inform about relevant health issues

Points for Discussion

Does the SPH Laboratory System:

- have a mechanism in place to communicate with partners?
- share information with professional trade organizations?
- conduct outreach to partners to provide resources and information about laboratory services?
- have systems in place to distribute public health laboratory information to community organizations?
- have a committee(s)/advisory group(s) of partners that provide feedback to the state public health laboratory?

Evaluation:

3.1.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Indicator 3.2: Information and Social Marketing

SPH Laboratory System Model Standard:

The SPH Laboratory System provides reliable information to inform the community.

To accomplish this, the SPH Laboratory System creates and delivers targeted laboratory information to appropriate:

- health partners
- non-health partners

3.2 Information and Social Marketing

Key Idea 3.2.1: The SPH Laboratory System creates and delivers targeted laboratory information to appropriate health partners

Points for Discussion:

- Does the SPH Laboratory System:
 - have a mechanism in place for identifying information needs of health partners?
 - have a mechanism for developing targeted information/messages for health partners?
 - provide partners with targeted information, tools and resources to understand and utilize the public health laboratory?
 - have a mechanism to evaluate the usefulness of its information, resources and tools?
 - meet with local or state partners to advocate for and/or leverage resources for laboratory issues?
 - share information with public health officials?
- Are SPH Laboratory System staff empowered and informed about current laboratory issues?

Evaluation:

3.2.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 3.2.2: SPH Laboratory System creates and delivers targeted laboratory information to appropriate non-health partners

Points for Discussion:

Does the SPH Laboratory System:

- have a mechanism for developing targeted information/messages for public partners?
- provide appropriate messages to the public and include substantiated data to support messages?
- work proactively with media to educate about laboratory issues and the public health system?
- inform and/or educate state level advocates such as government, legislators, and teachers?
- conduct outreach to the general public?

Evaluation:

3.2.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Indicator 3.3: Education

The SPH Laboratory System Model Standard:

The SPH Laboratory System mobilizes community partners through education.

To accomplish this, the SPH Laboratory System:

- employs education and relationship building opportunities to mobilize community partners

3.3 Education

Key Idea 3.3.1: Education and relationship building opportunities are employed to mobilize community partners

Points for Discussion:

Does the SPH Laboratory System:

- create opportunities for members of the public health system to learn about the partners and the way they work.?
- have processes in place to measure the effectiveness of education being developed and provided?
- use multiple information modes (e.g. website, multiple languages, flyers, etc.) and levels of complexity (e.g. reading levels, technical level) for educating the public.?
- Use education and relationship building activities to mobilize community partners to address important issues?

Evaluation:

3.3.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Essential Service # 3 top 2-3 possible next steps:

Essential Service 4: Mobilize community partnerships to identify and solve health problems

Special Partners to consider including for assessing this essential service:

State Public Health Director
Local Epidemiologists
Public Safety First Responders
Legislators and Elected Officials
Business Community
Media

Emergency Management Partners
Emergency Planners
Researchers
Professional Organizations/Associations
Public Information Officers

Indicator 4.1: Constituency Development

The SPH Laboratory System Model Standard:

Organizations within the SPH Laboratory System demonstrate collaborative relationships with each other.

To accomplish this, the SPH Laboratory System:

- partners develop and maintain positive relationships with each other and with other key organizations

4.1: Constituency Development

Key Idea 4.1.1: Partners in the SPH Laboratory System develop and maintain positive relationships with each other and with other key organizations

Points for Discussion:

Does SPH Laboratory System:

- have a process for identifying key constituents and building partnerships among member organizations to identify and solve health problems, including disease surveillance and epidemiological investigations?
- have collaborations that address the need for shared organizational vision, values, and a focus on customers and accomplishing the SPH Laboratory System objectives?
- have the ability to contribute to partnerships by incorporating new technology and scientific knowledge?
- have an ongoing monitoring process to measure, research and evaluate the effectiveness of partner/collaborations and to respond to feedback?

Checklist:

- ☐ Roles and responsibilities of member organizations in the SPH Laboratory System are defined.
- ☐ Agreements (e.g. Memoranda of Understanding) are in place to delineate partner responsibilities.
- ☐ Partnerships are sustained financially, politically and programmatically.
- ☐ An individual from the system is a dedicated liaison with clinical/hospital-based laboratories

Evaluation:

4.1.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Indicator 4.2: Communication

The SPH Laboratory System Model Standard:

The SPH Laboratory System has a plan in place to support regular and effective collaboration.

To accomplish this, the SPH Laboratory System:

- communication plan is fully integrated with partners' and collaborators' communication plans
- communicates effectively in a regular, timely, and accurate way to support collaboration

4.2: Communication

Key Idea 4.2.1: The SPH Laboratory System communication plan is fully integrated with partners' and collaborators' communication plans

Points for Discussion:

- Do members of the SPH Laboratory System have communication plans for their respective organizations?
- Is the SPH Laboratory System communication plan fully integrated with the communication plans of SPH Laboratory System member organizations and other partners?
- Is the SPH Laboratory System communication plan tested, evaluated and updated on a regular basis?

Evaluation:

4.2.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 4.2.2: The SPH Laboratory System communicates effectively in a regular, timely, and accurate way to support collaboration

Points for Discussion:

- Does the SPH Laboratory System:
 - provide information, both routine and emergency, to partners in a coordinated fashion?
 - have processes in place to receive and incorporate feedback from partners?
 - use multiple and alternative methods, including news media, to effectively communicate SPH Laboratory System messages to ensure the public is well informed about public health issues?
 - have redundant communication systems in place between partners?
- Are member organizations of the SPH Laboratory System kept informed of key policies, legislation and other information of importance to the SPH Laboratory System?
- Do members of the SPH Laboratory System have information to enable contacting key member organizations 24/7?
- Is the effectiveness of the SPH Laboratory System communication evaluated regularly?

Checklist:

The SPH Laboratory System:

- ☐ has an integrated or coordinated website.
- ☐ does regular website updates.
- ☐ has the capacity to generate blast faxes and public service announcements.
- ☐ has a laboratory newsletter

Evaluation:

4.2.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Indicator 4.3: Resources

The SPH Laboratory System Model Standard:

The SPH Laboratory System has resources to solve health issues.

To accomplish this, the SPH Laboratory System:

- works together to share existing resources and/or to identify new resources to assist in identifying and solving health issues

4.3: Resources

Key Idea 4.3.1: The SPH Laboratory System works together to share existing resources and/or to identify new resources (e.g. funding, personnel, tools) to assist in identifying and solving health issues

Points for Discussion:

- Does the SPH Laboratory System:
 - have adequate time and resources to build and maintain relationships with partners?
 - successfully advocate for laboratory needs when negotiating cooperative grant funds (or other funding sources) with other entities/partners within their organizations?
 - share resources (funding, personnel, equipment, etc.) to increase effectiveness?
 - collaborate in seeking and developing new resources to strengthen the system?
- Do the plans of the SPH Laboratory System include a systematic approach for evaluating effectiveness of identifying needs, measuring outcomes, managing communications externally and internally, and obtaining funding?

Evaluation:

4.3.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Essential Service # 4 top 2-3 possible next steps:

Essential Service 5: Develop policies and plans that support individual and community health efforts

Special Partners to consider including for assessing this essential service:

State Public Health Director
Local Epidemiologists
Public Safety First Responders
Legislators and Elected Officials
Business Community

Emergency Management Partners
Emergency Planners
Schools
Department Legal Advisor
Public Information Officers

Indicator 5.1: Role in Laboratory Related Policy Making

The SPH Laboratory System Model Standard:

The SPH Laboratory System contributes expertise to inform and influence policy based on science and data.

To accomplish this, the SPH Laboratory System:

- and partners contribute their expertise and resources to inform and influence policy
- policies and plans are informed by science and data

5.1 Role in Laboratory Related Policy Making

Key Idea 5.1.1: The SPH Laboratory and system partners contribute their expertise and resources to inform and influence policy

Points for Discussion:

- Does the SPH Laboratory System:
 - promote state policies that are consistent with federal policies, regulations and plans?
 - work with the State Health Official and, where appropriate, Governor's office, local health officials, and legislators in the development of policy?
 - contribute to policy development and planning at all levels inside and outside of government (e.g. city and county councils, state legislature, executive branch, non-governmental organizations, advocacy groups)?
- Is laboratory policy considered in conjunction with other public health programs?

Evaluation:

5.1.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 5.1.2: Policies and plans are informed by science and data

Points for Discussion:

- Does the SPH Laboratory system
 - have the means to link laboratory data and community health policy development?
 - apply research and/or evidence-based approaches to policy?
- Are sufficient and appropriate laboratory data collected and analyzed to inform policy making process?
- Are efforts made to align political considerations with scientifically sound policy options?
- Are policies and plans based proactively on community needs as determined through formal assessment and analysis?

Evaluation:

5.1.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Indicator 5.2: Partnerships in Public Health Planning

The SPH Laboratory System Model Standard:

The SPH Laboratory System assures broad involvement in developing plans and policies addressing priority issues.

To accomplish this, the SPH Laboratory System:

- obtains input from diverse partners and constituencies to develop new policies and plans and modify existing ones
- issues are represented in state-level plans and policies

5.2 Partnerships in Public Health Planning

Key Idea 5.2.1: The SPH Laboratory System obtains input from diverse partners and constituencies to develop new policies and plans and modify existing ones

Points for Discussion:

- Does the SPH Laboratory System consider input from all key partners, organizations, and agencies (e.g. agricultural laboratories, veterinarian laboratories, community based organizations, etc.) in policy development and planning?
- Are SPH Laboratory policies consistent with those of other state agencies (e.g. health, environment, agriculture, etc)?

Evaluation:

5.2.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 5.2.2: SPH Laboratory System issues are represented in state-level plans and policies

Points for Discussion:

- Does the SPH Laboratory System work with State, municipal/local officials to prioritize efforts to address pressing health needs of the community?
- Are SPH Laboratory System issues, including public health emergency response, integrated into plans for public health programs?

Evaluation:

5.2.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Indicator 5.3: Dissemination and Evaluation

The SPH Laboratory System Model Standard:

The SPH Laboratory System disseminates current plans and policies.

To accomplish this, the SPH Laboratory System:

- disseminates plans and policies widely to inform members of the system, other stakeholders, and the public
- plans and policies are routinely evaluated and updated

5.3 Dissemination and Evaluation

Key Idea 5.3.1: Plans and policies are widely disseminated to inform members of the SPH Laboratory System, other stakeholders and the public

Points for Discussion:

- Are policies and plans, both new and revised, routinely disseminated to all partners of the SPH Laboratory System?
- Does the SPH Laboratory System have a work group to develop strategies to inform the affected communities and organizations of relevant laboratory system plans and policies?
- Is information routinely communicated to increase community awareness of plans and policies that govern the SPH Laboratory System?
- Are the people/organizations affected by SPH Laboratory System plans and policies aware of them?

Evaluation:

5.3.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 5.3.2: SPH Laboratory System plans and policies are routinely evaluated and updated

Points for Discussion:

- Is there a mechanism in place to periodically monitor the effectiveness of SPH Laboratory System policies and plans?
- Is feedback regularly collected from partners and others regarding SPH Laboratory System plans and policies?
- Are feedback and evaluation information maintained to be used in future policy planning and revisions?
- Are SPH Laboratory System plans and policies regularly updated?

Evaluation:

5.3.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Essential Service # 10 top 2-3 possible next steps:

Essential Service 6: Enforce laws and regulations that protect health and ensure safety

Special Partners to consider including for assessing this essential service:

Business Community	Community Leaders
General Public	Federal Partners
Laboratory Regulators/Accreditators	Agriculture

Indicator 6.1: Revision of Laws and Regulations

SPH Laboratory System Model Standard:

The SPH Laboratory System contributes to revisions of laws and regulations pertaining to laboratory practice.

To accomplish this, the SPH Laboratory System:

- regularly and periodically reviews and recommends revisions of federal and State laws and regulations pertaining to laboratory practice

6.1 Revision of Laws and Regulations

Key Idea 6.1.1: The SPH Laboratory System regularly and periodically reviews and recommends revisions of federal and State laws and regulations pertaining to laboratory practice

Points for Discussion:

Does the SPH Laboratory System:

- regularly review laws and regulations?
- evaluate the appropriateness of existing laws and regulations?
- regularly collaborate with legislators to provide expertise regarding the revision of statutes?

Evaluation:

6.1.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Indicator 6.2: Encourage Compliance

SPH Laboratory System Model Standard:

The SPH Laboratory System encourages its members to comply with applicable laws and regulations.

To accomplish this, the SPH Laboratory System:

- has non-regulatory systems in place to encourage or promote compliance by all laboratories in the system with all applicable State and federal regulations
- complies with and exceeds all applicable regulations

6.2 Encourage Compliance

Key Idea 6.2.1: The SPH Laboratory System has non-regulatory systems in place to encourage or promote compliance by all laboratories in the system with all applicable State and federal regulations

Points for Discussion:

Does the SPH Laboratory System:

- have staff whose primary responsibility includes promoting quality systems that meet regulatory standards?
- communicate and disseminate regulations (i.e. appropriate rules, guidance, interpretations, and expectations) clearly and in a timely manner to the regulated community of the SPH Laboratory System with defined terminology and abbreviations?
- have resources available to provide technical assistance to organizations having difficulty complying with laws and regulations?
- provide technical assistance and/or consultant services to support the regulated community in achieving substantial compliance?

Evaluation:

6.2.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 6.2.2: The SPH Laboratory complies with and exceeds all applicable regulations

Points for Discussion:

- Is the SPH Laboratory accredited by an external organization wherever available and appropriate?
- Do SPH Laboratory compliance programs include comprehensive certification elements to ensure active and continuous enrollment and participation in regulated proficiency testing programs?
- Does the SPH Laboratory
 - conduct annual internal audits?
 - comply with or exceed all applicable regulations?

Evaluation:

6.2.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Indicator 6.3: Enforcement of Laws and Regulations

SPH Laboratory System Model Standard:

The State Public Health Laboratory and/or other organizations within the SPH Laboratory System have necessary authority and resources to enforce laws and regulations.

To accomplish this, the SPH Laboratory System:

- has the appropriate resources to fulfill its enforcement function for laws and regulations
- and other appropriate government agencies collaborate to fulfill their enforcement function

6.3 Enforcement of Laws and Regulations

Key Idea 6.3.1: The SPH Laboratory System has the appropriate resources to fulfill its enforcement function for laws and regulations

Points for Discussion:

Does the SPH Laboratory System:

- have a sufficient budget for enforcement?
- have enforcement personnel with the necessary training and certifications?
- enforce all applicable rules, initiate compliance action and pursue penalties where applicable?

Checklist:

- ☐ Processes are in place to ensure that isolates or clinical materials are submitted when required by law. (i.e. audits performed for reportable diseases rules)
- ☐ Processes are in place to ensure that newborn screening is performed per state law, where applicable.
- ☐ Processes are in place to assure that environmental testing is performed per State law.

Evaluation:

6.3.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 6.3.2: SPH Laboratory and other appropriate government agencies collaborate to fulfill their enforcement function

Points for Discussion:

- Are the enforcement responsibilities of the SPH Laboratory and other government agencies clearly defined?
- Do the SPH Laboratory and other government agencies meet regularly and share information and perspectives (peer to peer) regarding enforcement functions?
- Do the SPH Laboratory and other government agencies work together to improve compliance?

Evaluation:

6.3.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory and other government agencies collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Essential Service # 6 top 2-3 possible next steps:

Essential Service 7: Link people to needed personal health services and assure the provision of healthcare when otherwise unavailable

Special Partners to consider including for assessing this essential service:

Emergency Planners
Public Safety First Responders
Legislators and Elected Officials

Researchers
Manufacturers

Indicator 7.1: Availability of Laboratory Services

SPH Laboratory System Model Standard:

The SPH Laboratory System collaborates to assure access to laboratory services.

To accomplish this, the SPH Laboratory System:

- identifies laboratory service needs and collaborates to fill gaps

7.1 Availability of Laboratory Services

Key Idea 7.1.1: The SPH Laboratory System identifies laboratory service needs and collaborates to fill gaps

Points for Discussion:

Does the SPH Laboratory System:

- assess availability, accessibility and timeliness of laboratory services?
- make projections of future capacity needs?
- evaluate the system authority to fill gaps and/or create services?
- collaborate to fill gaps?
- seek resources to fill the gaps?

Checklist:

The SPH Laboratory System has in place

- ☐ Efficient transport services for specimen/isolate delivery for appropriate testing
- ☐ After hours protocol
- ☐ Sufficient hours of coverage
- ☐ Information on turn-around time for laboratory testing
- ☐ Results reporting
- ☐ Technical capability

Evaluation:

7.1.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Essential Service # 7 top 2-3 possible next steps:

Essential Service 8: **Assure a competent public health and personal health care workforce**

Special Partners to consider including for assessing this essential service:

Professional Organizations
Community Leaders
Public Information Officers
Media
Laboratory Regulators

General Public
Professional Organizations/Associations
Laboratory Staff Training Programs
Schools

Indicator 8.1: Workforce Competencies

SPHL Model Standard:

Competencies for all SPH Laboratory System workforce categories are defined and regularly assessed.

To accomplish this, the SPH Laboratory System:

- identifies competencies for all laboratory position categories within state and local public health laboratories
- has tools to assess competencies of the workforce

8.1 Workforce Position Requirements

Key Idea 8.1.1: Position requirements for all laboratory position categories within state and local public health laboratories are identified

Points for Discussion:

- Are position descriptions in place for both scientific and administrative position categories in the workforce in the state and local public health laboratories?
- Are position descriptions reflective of the knowledge, skills, and abilities required for each position category?
- Are position requirements based on education, experience, and actual performance?

Evaluation:

8.1.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State and local public health laboratories collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 8.1.2: The SPH Laboratory System has tools to assess competencies of the workforce

Points for Discussion:

Does the SPH Laboratory System:

- have a performance management process in place?
- assess the qualifications of new personnel at the time of hire?
- assess the competency of personnel on a regular basis?
- ensure well-equipped and well-skilled workforce?

Evaluation:

8.1.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Indicator 8.2: Staff Development

SPHL Model Standard:

The SPH Laboratory System provides a range of staff development activities to address identified needs.

To accomplish this, the SPH Laboratory System:

- identifies staff development needs
- assures that resources for staff development are available for laboratorians

8.2 Staff Development

Key Idea 8.2.1: The SPH Laboratory System identifies staff development needs

Points for Discussion:

- Has the SPH Laboratory System identified gaps in skills sets, especially when new methodologies and new technologies are introduced?
- Do member SPH Laboratory System organizations routinely monitor performance deficiencies?
- As performance deficiencies are identified, do SPH Laboratory System members institute and document appropriate staff development activities to address the deficiencies?

Evaluation:

8.2.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 8.2.2: The SPH Laboratory System assures that resources for staff development are available for laboratorians

Points for Discussion:

- Does the SPH Laboratory System
 - develop education plans among the partners?
 - utilize distance learning methodologies effectively?
 - include staff development in areas such as technology, leadership and management?
 - collaborate with academia to develop and promote public health laboratory internships, fellowships and job opportunities?
- Does the SPH Laboratory state training coordinator work with the NLTN?
- Is a range of staff development options made available?
- Are there appropriate training options for bench laboratorians as well as others?

Evaluation:

8.2.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Indicator 8.3: Assuring Laboratory Workforce

SPH Laboratory System Model Standard:

The SPH Laboratory System creates the conditions which assures continued availability of an adequate workforce

To accomplish this, the SPH Laboratory System:

- maintains an environment that attracts and retains exceptional staff
- addresses workforce shortage issues

8.3 Assuring Laboratory Workforce

Key Idea 8.3.1: The SPH Laboratory System maintains an environment that attracts and retains exceptional staff

Points for Discussion:

- Do the organizations in the SPH Laboratory System collaborate on and promote
 - recruitment and retention?
 - compensation adequate to attract and retain qualified staff?
 - career pathways for staff?
- Do the SPH Laboratory System partners collaborate through fellowships, training programs, internships, practicums, rotations, coaching and mentoring?

Evaluation:

8.3.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 8.3.2: The SPH Laboratory System addresses workforce shortage issues

Points for Discussion:

Does the SPH Laboratory System:

- monitor trends related to the laboratory workforce?
- address the availability of personnel to fill positions in the workforce?
- work with educational institutions to promote laboratory careers?
- promote public health laboratory science among various audiences?
- actively recruit a diverse workforce?
- have a process for succession planning in place?

Evaluation:

8.3.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Essential Service # 8 top 2-3 possible next steps:

Essential Service 9: Evaluate effectiveness, accessibility, and quality of personal and population-based services

Special Partners to consider including for assessing this essential service:

Professional Organizations
Community Leaders
Emergency Management

General Public
Professional Organizations/Associations
Laboratory Regulators

Indicator 9.1: System Mission and Purpose

SPH Laboratory System Model Standard:

The SPH Laboratory System regularly evaluates its collective mission, services provided and technologies used.

To accomplish this, the SPH Laboratory System:

- mission, purpose, and range of services are evaluated on a regular basis
- periodically surveys and evaluates the range of technologies in use by the system, with objective reports shared across the SPH Laboratory System

9.1 System Mission and Purpose

Key Idea 9.1.1: *The SPH Laboratory System mission, purpose, and range of services are evaluated on a regular basis*

Points for Discussion:

- Is the mission of the SPH Laboratory System clearly established, communicated, and re-examined on a regular basis to address current needs on an individual and population basis?
- Is a system in place to routinely evaluate the scope of services provided within the SPH Laboratory System to ensure that the current needs of the population are met?
- Does the SPH Laboratory assists local public health systems to assess local laboratory capacity and performance?

Evaluation:

9.1.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 9.1.2: The range of technologies in use by the SPH Laboratory System is periodically surveyed and evaluated, with objective reports shared across the SPH Laboratory System

Points for Discussion:

Does the SPH Laboratory System:

- regularly assess the degree to which advancing technology has been incorporated into public and private laboratories in the state?
- regularly assess gaps in laboratory technology among public and private laboratories, including implementation of rapid test methods?
- assess quality improvement needs for laboratory system data management?
- assure that objective, unbiased information about performance characteristics of laboratory methodologies are accrued and periodically disseminated to the SPH Laboratory System?

Evaluation:

9.1.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Indicator 9.2: System Effectiveness, Quality, and Consumer Satisfaction

SPH Laboratory System Model Standard:

The SPH Laboratory System evaluates the quality of laboratory services provided in the state.

To accomplish this, the SPH Laboratory System:

- regularly determines the effectiveness of laboratory services provided throughout the state
- regularly determines the quality of laboratory services provided throughout the state

9.2 System Effectiveness, Quality, and Consumer Satisfaction

Key Idea 9.2.1: The effectiveness of personal and population-based laboratory services provided throughout the state is regularly determined.

Points for Discussion:

- Does the SPH Laboratory System:
 - assess the availability of laboratory services in support of personal health, including publicly and privately based primary care, and population-based services throughout the state?
 - have capacity to compare proposed innovative technologies with existing technologies as the need arises?
 - have a plan and resources for tracking the contribution of laboratory services to healthcare outcomes over time?
- Does the SPH Laboratory assist local public health systems to assess local laboratory capacity and effectiveness?
- Are results of availability assessments used to assist with policy development or resource redeployment to improve the availability of laboratory services in the state?

Checklist:

- ☐ Accessibility of laboratory services (including location, timeliness, and affordability) throughout the state is determined.
- ☐ Collaboration with local public health systems to assist with identifying strategies for increasing the availability and accessibility of laboratory services provided within local jurisdictions

Evaluation:

9.2.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:**Field Test Evaluation Comments:**

Key Idea 9.2.2: The quality of personal and population-based laboratory services provided throughout the state is regularly determined.

Points for Discussion:

- Does the SPH Laboratory System:
 - Conduct studies of the cost of laboratory services as a component of health and public health services, both in the aggregate and, where appropriate, on a “per-test” basis?
 - measure consumer satisfaction with laboratory services?
 - Evaluate the contribution of laboratory services to health outcomes, both at the population level and the personal services level?
- Does the SPH Laboratory assist local public health systems to assess the quality of local laboratory services?
- Are results of availability assessments used to assist with policy development or resource redeployment to improve the availability of laboratory services in the state?

Checklist:

- ☐ Quality of publicly and privately provided laboratory services throughout the state is measured.
- ☐ Collaboration with local public health to conduct assessments of consumer satisfaction and the overall quality of the laboratory services provided.

Evaluation:

9.2.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:**Field Test Evaluation Comments:****Indicator 9.3: PHLS Collaboration****SPH Laboratory System Collaboration:**

The SPH Laboratory System evaluates the usefulness and quality of collaboration throughout the system.

To accomplish this, the SPH Laboratory System:

- measures and shares the level and utility of collaboration among members of the SPH Laboratory System

9.3 SPH Laboratory System Collaboration

Key Idea 9.3.1: The level and utility of collaboration among members of the SPH Laboratory System is measured and shared

Points for Discussion:

Does the SPH Laboratory System:

- identify community organizations and entities that contribute to the delivery of laboratory services to personal and population-based health programs?
- evaluate the effectiveness of collaborative working relationships among system components?
- evaluate the quality of collaborative working relationships among system components?
- identify and share opportunities for improvement in laboratory services that could be achieved through expanded collaboration?

Evaluation:

9.3.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Essential Service # 9 top 2-3 possible next steps:

Essential Service 10: Research for insights and innovative solutions to health problems

Special Partners to consider including for assessing this essential service:

State Health Director	Researchers
Local Epidemiologists	Legislators and Elected Officials
Professional Organizations/Associations	Business Community
Federal Partners	Manufacturers
Laboratory Regulators/Accreditators	Professional Associations (APHL)

Indicator 10.1: Planning and Financing Research Activities

SPH Laboratory System Model Standard:

The SPH Laboratory System plans meaningful research and improvement activities.

To accomplish this, the SPH Laboratory System:

- has adequate capacity to plan research and improvement activities
- collaborates to finance research activities
- clearly defines and supports broad public health goals in its research and improvement initiatives

10.1 Planning and Financing Research Activities

Key Idea 10.1.1: The SPH Laboratory System has adequate capacity to plan research and improvement activities

Points for Discussion:

- Does the SPH Laboratory System:
 - have collaborative partnerships in place to support the establishment of collaborative research agendas and shared resources?
 - have memoranda of understanding or other written contracts established with partners/collaborators to support shared research activities where appropriate?
 - provide information technology services to support collaborative research activities? (i.e. Does your laboratory have access to other agencies' databases?)
 - have partnerships to assist in developing research and improvement system agendas, design and policies?
 - have and promote a culture of supporting research for innovation and improvement?
- Do SPH Laboratory System partners have access to institutional review boards that provide protection for research subjects?

Evaluation:

10.1.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 10.1.2: The SPH Laboratory System collaborates to finance research activities

Points for Discussion:

Does the SPH Laboratory System:

- have a collaborative comprising a variety of partners to advocate for funding to conduct research?
- provide resources/support to employees so that they can be proficient at grant writing?

Evaluation:

10.1.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 10.1.3: Research and improvement initiatives are clearly defined and support broad public health goals

Points for Discussion:

Does the SPH Laboratory System:

- identify partners/agencies to provide guidance/advice for research projects?
- assess research needs at the system level?
- have an established process for recommending and evaluating research projects that support broad public health goals?

Evaluation:

10.1.3	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Indicator 10.2: Implementation, Evaluation, and Dissemination

SPH Laboratory System Model Standard:

The SPH Laboratory System involves a broad range of partners to conduct and evaluate research and to disseminate findings.

To accomplish this, the SPH Laboratory System:

- research efforts draw on diverse perspectives and expertise to stimulate innovative thinking
- research is evaluated to foster improvement and innovation
- disseminates research outcomes, best practices, and recognition of research activities

10.2 Implementation, Evaluation, and Dissemination

Key Idea 10.2.1: The SPH Laboratory System research efforts draw on diverse perspectives and expertise to stimulate innovative thinking

Points for Discussion:

Does the SPH Laboratory System:

- have representation or a voice on the state public health department's research committee or equivalent?
- have access to non-laboratory representatives to provide feedback on key SPH Laboratory System issues?
- have representation or a voice on the state public health department's research committee or equivalent?
- have access to non-laboratory representatives to provide feedback on key SPH Laboratory System issues?
- have an organizational culture that promotes innovative outcomes?

Evaluation:

10.2.1	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 10.2.2: The SPH Laboratory System research is evaluated to foster improvement and innovation

Points for Discussion:

Does the SPH Laboratory System:

- have a process to track and evaluate research and improvement activities and outcomes?
- have a system or mechanism for programmatic evaluation of innovation and implementation for successful outcomes?
- research contribute to the health of the public?

Evaluation:

10.2.2	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Key Idea 10.2.3: The SPH Laboratory System disseminates research outcomes, best practices, and recognition of research activities

Points for Discussion:

Does the SPH Laboratory:

- have written agreements with Internal Review Boards (IRB)/collaborators that include provisions for sharing of research data?
- have a process established for sharing research and improvement projects and findings?
- have mechanisms in place to recognize contributions made to innovation and health research?
- have publications which acknowledge impacts of research on partners' services?
- share "best practices" in laboratory science?
- publish findings in peer reviewed literature?

Evaluation:

10.2.3	0	1	2	3	4	9
	No Activity	No	No Partially	Yes Partially	Yes	Does not Apply
How would you rate the performance of the State Public Health Laboratory System collectively on achieving this Standard?						

Parking Lot Issues:

Field Test Evaluation Comments:

Essential Service # 10 top 2-3 possible next steps: